

# 2018-19 MTFS Savings

## Appendix 3

| Unique Reference No. | Specific Service Area               | Headline Description re: saving / reduction<br>INTERNAL  | Old Savings reversed as part of 2018/19 MTFS | 2018/19 | 2019/20 | 2020/21 | Total | Rag rating | Comment  |
|----------------------|-------------------------------------|--|--|---------|---------|---------|-------|------------|--|
|                      |                                     |  | £000   | £000    | £000    | £000    | £000  |            |  |
| <b>Resources</b>     |                                     |  |  |         |         |         |       |            |  |
| RES_01               | Customer Services and IT            | Increase Helpline Income<br>Developing a robust multi-channel marketing plan to build the brand and promote the Helpline service to generated additional income through the existing service.  |  | 100     | 100     |         | 200   | Green      | Ongoing work with Adult Social Care to ensure that opportunities to stay at home are maximised.  |
| Res 18.19 01         | Customer Services                   | Review of Postal Process - the post room will sort inbound post but services will need to collect from the Post Room.<br><br>The post room will frank and send post out but services will be responsible for delivering mail to post room. |  | 20      | 30      |         | 50    | Green      | Saving for 18/19 is accounted for through staff reduction. Hybrid Mail project underway to reduce annual cost of postage   |
| RES_HR01             | HR                                  | Shared HR Service with Buckinghamshire County Council - Business Case Under Development  |  | 110     |         |         | 110   | Amber      | There is a small risk that part of the savings might not be achieved as some processes within the shared service need to be reviewed, mitigating activities are being put in place to release the savings. Risk element is £17.6k (40% Harrow share of £44k ). |
| RES_CP01             | Commercial, Contracts & Procurement | Selling services through shared procurement arrangements.  |  | 29      | 0       |         | 29    | Green      | SLA Income from schools - on track   |

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| RES15                | Procurement             | Restructuring of the Commercial, Contracts and Procurement Division's function.  |  | 151     |         |         | 151   | Red        | Third year of the savings, this was not achievable, now offset by underspend elsewhere   |
| RES_16               | Strategic Commissioning | VCS funding - This saving reduces community grants and transfer funding from the emergency relief fund, to support the information and advice strategy as the December cabinet report. |  | 57      | 50      |         | 107   | Green      | On track   |
| RES_SC01             | Strategic Commissioning | Income from Communications Through Gain Share Model  |  | 13      |         |         | 13    | Red        | Increased savings combined with increased income will be difficult to achieve in 2018/19. Any spend pressure will be managed through the Resources Directorate, and proposals will be brought forward to create a sustainable position for Communications during 2018. |
| RES_SC03             | Strategic Commissioning | Alternative Funding of domestic violence budget  |  | 61      |         |         | 61    | Green      | On track   |

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| RES_SC04             | Strategic Commissioning | Proposed savings in Health watch Funding  |  | 50      |         |         | 50    | Green      | For 2018/19, the saving has been achieved with carry forwarded from 2017/18. However, there is a risk to service operation from next year at £50k per annum. Health watch England are working with the local HW to see if the funding is sufficient to provide this statutory service under Social Care Act 2012 |
| RES_SC02             | Strategic Commissioning | Additional Income from Communications Provider and Further Savings  |  | 107     |         |         | 107   | Red        | Increased savings combined with increased income will be difficult to achieve in 2018/19. Any spend pressure will be managed through the Resources Directorate, and proposals will be brought forward to create a sustainable position for Communications during 2018.   |
| RES_SC02             | Strategic Commissioning | The previous tender of the Communications Service aimed to deliver a programme of reductions in spend phased over a number of financial years. With the service recently being brought back in house, it requires all available funding to keep up with | (57)   |         |         |         | (57)  | Red        | Saving reversed as part of 2018/19 budget setting process so there is no impact on the 2018/19 budget.   |

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| RES_SC05             | Strategic Commissioning | SIMS Team Contribution to Overheads and Additional Income                |  | 20      |         |         | 20    | Amber      | Income on-track on the basis of last years' performance. However, schools budgets are being put under more pressure so this is not guaranteed at this stage. Exploring joint marketing opportunities with Bucks CC. |
| RES_SC06             | Strategic Commissioning | Commissioning Capacity in the Council                                    |  | 50      |         |         | 50    | Green      | On track  |
| Res 18.19 06         | Strategic Commissioning | Special Responsibilities Allowance                                       |  | 58      |         |         | 58    | Red        | New administration has confirmed the cabinet and the size of the cabinet will not be reduced.   |
| Res 18.19 07         | Strategic Commissioning | Restructure of the Policy team   |  | 25      |         |         | 25    | Green      | On track  |
| RES_LG04             | Legal & Governance      | Expansion of the Legal Practice  |  | 210     |         |         | 210   | Green      | Based on last years performance this should be met depending upon the activity within the practice.   |
| Res 18.19 05         | Legal                   | Member meetings, member self service, change to standards regime         |  | 40      |         |         | 40    | Red        | Savings not achievable, not advisable due to recent judicial review of the processes in another council.  |
| RES12                | Legal & Dem Services    | Reduction in Legal cost, in the initial instance by growing the business |  | 144     |         |         | 144   | Green      | On track  |

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|                      |                       |  | £000   | £000    | £000    | £000    | £000  |            |          |
| RES_F02              | Finance & Assurance   | Improved Treasury investment return from increased Risk appetite (Primarily lending for longer and to institutions with lower credit ratings)  |  | 625     |         |         | 625   | Green      | On track |
| RES_F04              | Finance & Assurance   | Investment Portfolio   |  | 350     |         |         | 350   | Green      | On track |
| Res 18.19 04         | Finance               | Insurance Tender Efficiencies. The following Insurance Policies were re-tendered and savings of £35k per annum will be realised from 01/04/17.   |  | 35      |         |         | 35    | Green      | On track |
| Res 18.19 03         | Finance               | Reduced contribution to the Insurance Fund - Harrow Council primarily self insures and makes an annual contribution from the general fund to the Insurance Fund. The annual contribution currently stands at £1,132,143. Due to tighter management of insurance claims, it is estimated that the contribution can be reduced by a further £50k. No implementation costs. |  | 50      |         |         | 50    | Green      | On track |
|                      |                       | <b>sub - Resources Total</b>   | (57)   | 2,305   | 180     | -       | 2,428 |            |          |
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|                        |                       |  | £000   | £000    | £000    | £000    | £000  |            |  |
| <b>People Services</b> |                       |  |  |         |         |         |       |            |  |
| <b>Adults</b>          |                       |  |  |         |         |         |       |            |  |
| PA_3                   | Adults                | Wiseworks - commercialisation opportunities and to be self financing by end of MTFS period   |  | 56      |         |         | 56    | Red        | Shortfall in delivery of income target together with further increased income requirement unlikely to be achieved. MTFS shortfall has been mitigated in full across the internally provided services.  |
| PA_4                   | Adults                | Milmans Community tender   |  | 184     |         |         | 184   | Red        | Community model (starting with Kenmore) was unsuccessful. These savings are expected to be mitigated in full through achievement of rental income (£125k in a full year) and maximisation of capacity at NRC's enabling externally funded placements to be supported through in house provision together with increased delivery of savings through the promoting independence team to ensure full achievement of savings. |
| PA01                   | Adult Social Care     | Restructure of Adult Social Care Management<br>Deletion of up to 7 management posts within Adult social care, whilst maintaining the number of staff required to support the delivery of care and Resilient Communities. |  | 233     | -       | -       | 233   | Amber      | Senior management structure in place by 1st Sept (excluding DASS), this will deliver majority of planned savings. Any shortfall in savings (current year only) expected to be mitigated through wider staff vacancies.   |

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|                      |                       |   | £000   | £000    | £000    | £000    | £000  |            |  |
| PA02                 | Adult Social Care     | Housing Provision with Floating Support<br>A new modernised and flexible approach to supported living for vulnerable adults. Responding to the LGA Adults Finance Review which noted potential opportunities to be explored around housing options, given the number. |  | 50      | -       | -       | 50    | Green      | Fully achieved through the Park House model.   |
| PA03                 | Adult Social Care     | Review of Floating Support Contracts<br>Savings through supporting people in appropriate housing rather than high cost placements.  |  | 200     | -       | -       | 200   | Amber      | Delay of one month in retendered floating support and two months for mental health accommodation arising from an extended procurement process. Challenges with contractual arrangements with one of the providers has resulted in a shortfall of approximately £60k, which is unlikely to be mitigated at this stage in the financial year (particularly given the high level of mitigation assumed to manage the overall Adults financial position) |

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|                            |                         |  | £000   | £000         | £000         | £000    | £000  |            |  |
| PA04                       | Adult Social Care       | Retendering of Care Act Contracts to deliver efficiencies in contract cost |  | 40           | -            | -       | 40    | Green      | Re-procured contracts commenced 1st April 2018 as planned. Procurement exercise achieved £33k of the £40k saving, balance expected to be mitigated within other re-procurement arrangements.   |
| PA05                       | Adult Social Care       | Adult Services - Home In Harrow  |  | 719          | 1,251        | -       | 1,970 | Amber      | New Adult Social Care vision, supported by re-deisgned pathway, including signposting to information and advice will support achievement of savings. Savings projected to be fully delivered, although mitigation has been required. |
|                            |                         | <b>Total Adult</b>   | -  | <b>1,482</b> | <b>1,251</b> | -       | 2,733 |            |  |
| <b>Children's Services</b> |                         |  |  |              |              |         |       |            |  |
| PC12                       | Children & Young People | Review of posts in Quality Assurance & Improvement Service                 |  | 223          |              |         | 223   | Green      | Net saving is 0.5 fte principle social worker post which was deleted in 2017-18. Saving is achieved  |



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|                      |                         |   | £000   | £000    | £000    | £000    | £000  |              |   |
| PC12                 | Children & Young People | These savings were based on a reduction in the number of Looked After Children, Children in Need and Child Protection cases compared with 2015-16. However demand has increased since 2015-16 meaning these savings, in order to maintain a safe service, are now not achievable. The post affected is vacant, was deleted in 17.18 |  | (185)   |         |         | (185) | <u>Green</u> | Net saving is 0.5 fte principle social worker post which was deleted in 2017-18. Saving is achieved |
| PC15                 | Children & Young People | Review of posts in MASH   |  | 100     |         |         | 100   | <u>Green</u> | On track  |
| PC15                 | Children & Young People | These savings were based on a reduction in the number of Looked After Children, Children in Need and Child Protection cases compared with 2015-16. However demand has increased since 2015-16 meaning these savings, in order to maintain a safe service, are now not achievable  |  | (86)    |         |         | (86)  | <u>Green</u> | On track  |
| PC28                 | Cross Service           | Non-pay inflation   |  | 150     | 150     |         | 300   | <u>Green</u> | Non pay inflation not included in children's budget and retained corporately. Saving is achieved    |

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|                      |                       |  | £000   | £000    | £000    | £000    | £000  |            |   |
| PC42                 | Special Needs Service | Review of Special Needs Service £1,164m ('Reversal of Savings - Special Educational Needs Placements In respect of PC41 approved February 2016. New funding regulations mean there will no longer be flexibility to further charge these costs to grant £651k) |  | 513     |         |         | 513   | Red        | Net saving was intended to be reduction in SEN assessment & review service. Given the rise in demand in the number of young people with SEN the remainder of this saving is no longer considered achievable. This will be mitigated in other areas of the directorate |
| PC42                 | Special Needs Service | Demand has continued to rise in the number of young people with Special Educational Needs, in particular for post 16 provision up to age 25, as well as an increase in complexity of growth.   |  | (413)   |         |         | (413) | Red        | Net saving was intended to be reduction in SEN assessment & review service. Given the rise in demand in the number of young people with SEN the remainder of this saving is no longer considered achievable. This will be mitigated in other areas of the directorate |



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|                      |                       |   | £000   | £000         | £000         | £000    | £000         |              |   |
| PH_01                | PH                    | Wider Health Improvement - bring forward approved 2018/19 savings in relation to wider determinants of health to 2017/18. Warmer Homes £50k retained until 2018/19. |  | (96)         |              |         | (96)         | Green        | On track  |
| PH_02                | PH                    | Wider Health Improvement - breast feeding - saving scheduled for 2018/19 to allow service to develop alternative model.   |  | 65           |              |         | 65           | Green        | Breast feeding services included in re-procured 0-19 service which commenced 1st July 2018.   |
| PH_11                | PH                    | Drug and Alcohol - reduction in service (contract related costs. Employee costs included in PH_12)  |  | 1,500        |              |         | 1,500        | Green        | Reduced saving of £500k achieved following renegotiation of service delivery with contracted provider.  |
| PH_11                | PH                    | Drug and Alcohol - reduction in saving  |  | (1,000)      |              |         | (1,000)      | Green        | See above   |
| PH_12                | PH                    | Reduction to service - staffing reductions  |  | 795          |              |         | 795          | <u>Green</u> | New structure implemented 1st April 2018 following cessation of shared service with Barnet. Following PHE engagement and staff consultation growth of £175k was allocated to reinstate three posts. |
|                      |                       | <b>Total Public Health</b>  | -  | <b>1,264</b> | -            |         | <b>1,264</b> |              |   |
|                      |                       | <b>People Services Total</b>  | -  | <b>3,139</b> | <b>1,401</b> | -       | <b>4,540</b> |              |   |

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|                              |                            |   | £000   | £000    | £000    | £000    | £000  |            |   |
| <b>Community</b>             |                            |   |  |         |         |         |       |            |   |
| <b>Community and Culture</b> |                            |   |  |         |         |         |       |            |   |
| COM                          | Commissioning & Commercial | Income from expansion of Central Depot                  |  | 239     | 246     | 681     | 1,166 | Red        | <p>Additional income from the depot is not possible until after the new depot which provides extra office and parking spaces has been built.</p> <p>The MTFS target was originally set to offset against the capital financing cost associated with the depot redevelopment work. This is mitigated in other areas within the division.</p> |

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|                      |                       |  | £000   | £000    | £000    | £000    | £000  |            |  |
| COM_S08              | Environment & Culture | Phase 2 of Environment & Culture Review - Regulatory Services Review of Enforcement functions across the Division and the Council. Revised approach to prioritise commercial / cost recovery generating work and health and safety issues and to undertake all other services at minimum standards meeting the minimum level of Food Standards Agency and other regimes. |  | 200     |         |         | 200   | Amber      | Plans are put in place to maximise licensing activities. The introduction of borough wide PSPO to address environmental issues and new enforcement powers under the Housing and Planning Act 2016 ensures that enforcement actions can be effectively undertaken. A review of Public Protection is also underway. All these are expected to contribute to partially achieving the saving target. |
| COM_S12              | Environment & Culture | Route Optimisation on food waste collection  |  | 150     |         |         | 150   | Red        | Saving target of £150k is for the route optimisation of Food Waste collection. Although the initiatives in relation to food waste collection are being progressed as part of Waste Review, the saving likely to be achieved in the latter part of the financial year will be offset by the additional costs from other proposed changes within the review.                                       |

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|                      |                          |  | £000   | £000    | £000    | £000    | £000  |            |  |
| COM_S12              | Environment & Culture    | Route Optimisation on food waste collection<br>This saving is predicated on the availability of a food waste transfer facility in a closer proximity. The latest update from West London Waste Authority is that the new facility is unlikely to be ready and in operation until Oct 2018, which means route optimisation is delayed to achieve cost efficiencies. |  | (75)    | 75      |         | -     | Red        | See above  |
| CE_5                 | Directorate Wide         | Reduction of supplies & services budget  |  | 50      |         |         | 50    | Green      | 18/19 budget adjusted to reflect the reduction in training, stationery and uniform budgets across the directorate. |
| CE_8                 | ESD - Technical Services | Staff efficiency once Towards Excellence fully embedded - Deletion of 2 posts.   |  | 34      |         |         | 34    | Green      | Restructure of Environmental Services completed. Post deleted.   |

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|                      |                        |   | £000   | £000    | £000    | £000    | £000  |            |  |
| E&E_18               | Directorate wide       | Staff Efficiencies following the merger of the Business & Service Development and Commissioning Services Divisions - Delete one performance management officer post and a cemetery superintendent post as of 31 March 2015. In addition, further efficiencies to be achieved in Environmental Services Delivery and Commissioning Divisions in 17/18. |  | 50      |         |         | 50    | Green      | Restructure of Environmental Services completed. Posts deleted to meet budget availability.  |
| CE_12                | Commissioning Services | Project Phoenix - Commercialisation projects  |  | 1,525   |         |         | 1,525 | Green      | Plans are put in place to generate additional income from a range of commercial activities including parking, rent reviews, advertising, commercial waste, events etc. Income will be monitored regularly to track progress against the full target. |
| CE_15                | Commissioning Services | Highways Services - Reduction in revenue budget for reactive maintenance due to accelerated capital investment from 2014/15.  |  | 20      |         |         | 20    | Green      | Revenue budget reduced in 18/19 to reflect the saving target. The spend is capped within the budget availability.  |



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|                      |   |   | £000   | £000    | £000    | £000    | £000  |            |  |
| CE_16                | Commissioning Services                  | Staff efficiencies in Parking and Network Teams - reduction in team leader and inspector posts.<br><br>Staff consultation completed in June 15. The reduction in posts will be phased over the next 2 years to ensure minimal impact on service level.  |  | 20      |         |         | 20    | Green      | One post already deleted in 17/18 as part of the restructure.  |
| CE_17                | Commissioning Services                  | General efficiencies across the Division (Policy, Community Engagement, Facilities Management and Contracts Management) - including removal of some supplies & services budget.   |  | 80      |         |         | 80    | Green      | Achieved by keeping 2 posts vacant in Community Engagement team, and salary recharge for externally funded projects. |
| CE_18                | Commissioning Services                  | Income Generation - Facilities Management Service Level Agreements (SLAs) and Energy SLAs to schools.   |  | 20      |         |         | 20    | Green      | Service Level Agreement price inflation uplift and new SLAs on energy management and FM.                             |
| E&E_06               | Commissioning Services - Facilities Mgt | Reduction in Facilities Management costs - reduce the controllable budget by 20% in the first 2 years through re-structuring and changing ways of service delivery and a further 5% over Years 3 & 4 through additional efficiencies post re-structuring. Consultation with staff already underway and it is proposed to delete 8 posts, 3 of these are currently vacant. |  | 22      |         |         | 22    | Green      | Achieved by deleting one post in FM team.  |

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|                      |  |   | £000   | £000    | £000    | £000    | £000  |            |  |
| E&E_09               | Commissioning Services - Highways        | Highways Contract - Extend the scope of the Highways Contract to include scheme design and / or inspection services when the contract is re-procured (current contract will expire in 16/17). |  | 120     |         |         | 120   | Green      | The contract has since been extended to March 19. The saving is met by reducing contract spend.  |
| E&E_10               | Commissioning Services - Highways        | Review salary capitalisation of highway programme & TfL funded projects   |  | 50      |         |         | 50    | Green      | Staff resource allocation against capital and externally funded projects completed to ensure the target is achieved.   |
| E&E_12               | Commissioning Services - Street Lighting | Changes in Street Lighting Policy to include variable lighting solutions.   |  | 12      |         |         | 12    | Green      | The street lighting replacement is on-going, with more lamp columns replaced with energy efficient lighting to ensure that the energy consumption is reduced. It is however likely that the energy price inflation will outstrip the financial saving arising from the reduction in energy consumptions. |

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| E&E_14               | Commissioning Services - Winter Gritting      | Reduction in winter gritting budgets - renegotiation of winter gritting contract - adopt a risk sharing approach and move away from the current fixed pricing for the service   |  | 10      |         |         | 10    | Green      | The contract is now on a pay as you go basis, so the level of spend will be subject to weather conditions in any given year. |
| CC_2                 | Environment & Culture                         | Library Strategy Phase 2 - delivery of network of libraries and library regeneration<br>The original saving relates to the relocation of Gayton Library and Wealdstone Library.<br>The new town centre library that replaces Gayton Library will be built by the developer as part of the redevelopment of 51 College Road. The latest timescale suggests that the new library will become operational no later than March 2020. Therefore the saving relating to Gayton Library (£159k) needs to be re-profiled to 2020/21 at the earliest.<br>Wealdstone Library is likely to remain in Wealdstone Centre and therefore the |  |         |         | 159     | 159   | Purple     | Future year saving. It is anticipated to be achieved from rental saving once the new town centre library is open.            |
| COM18.19_S01         | Commissioning & Commercial Division - Parking | Parking review - General efficiency review. Changes include the proposed Virtual Permits system.  |  | 205     |         |         | 205   | Green      | Restructure completed during 17/18 with 3 posts deleted. Additional income anticipated from permits for new CPZs introduced. |

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|                      |  |   | £000   | £000    | £000    | £000    | £000  |            |  |
| COM18.19_S03         | Environment & Culture - Waste Services     | Changes to the Household Recycle & Reuse Centre (HRRC) at Forward Drive<br>1. Restrict access for non residents to HRRC by introducing a charging regime for non residents.<br>2. Introduce charges for non household waste (e.g. building waste) deposited at HRRC by residents / non residents<br>3. Upgrade trade waste controls |  |         | 20      |         | 20    | Purple     | Future year saving. Access restriction to the CA site already in place since Nov 2017. Any reduction in disposal costs for waste deposited at CA site will be reflected in 19/20 levy.   |
| COM18.19_S04         | Environment & Culture - Harrow Arts Centre | Reduce subsidy to the arts centre   |  | 150     | 150     | 137     | 437   | Green      | Investment in the new seating system to increase capacity will contribute to additional income. Introduced popular performances that will increase sales, coupled with marketing effort to promote these. Arts Centre business plan completed and GGF funding application submitted to secure external funding to support income maximisation from revenue activities in future years. |

# 2018-19 MTFS Savings

Appendix 3

| Unique Reference No. | Specific Service Area                             | Headline Description re: saving / reduction<br>INTERNAL   | Old Savings reversed as part of 2018/19 MTFS | 2018/19      | 2019/20      | 2020/21    | Total        | Rag rating | Comment  |
|----------------------|---|---|--|--------------|--------------|------------|--------------|------------|--|
|                      |   |   | £000   | £000         | £000         | £000       | £000         |            |  |
| COM18.19_S05         | Environment & Culture - Waste Services            | Waste Services Review - implementing waste management strategy to include the following:<br>1. Introduction of food / dry recycling in Flats<br>2. Review collection regime and resources<br><br>Total target saving of £500k, subject to detailed proposals to be developed as part of Waste Review and requisite Cabinet approval. One-off implementation costs anticipated and estimated at £150k, leading to a net saving of £350k in 19/20 and £150k in 20/21. |  |              | 500          |            | 500          | Purple     | Future year saving. Waste Review is already underway to scope work and identify saving opportunities.                  |
| COM18.19_S07         | Commissioning & Commercial - Contracts Management | Savings from contract re-procurement  |  |              | 250          |            | 250          | Purple     | Future year saving. It is anticipated to be achieved through a number of major procurements being undertaken in 18/19. |
| COM18.19_S10         | Commissioning & Commercial Division               | Phoenix projects - Indicative net saving from the commercialisation of CCTV operations, subject to a business case.   |  |              | 200          |            | 200          | Purple     | Future year saving. A business case will be developed in 18/19.  |
|                      |   | <b>Total Commissioning, Environment &amp; Culture</b>   | -  | <b>2,882</b> | <b>1,441</b> | <b>977</b> | <b>5,300</b> |            |  |
|                      |   |   |  |              |              |            | -            |            |  |
|                      | <b>Housing</b>                                    |   |  |              |              |            | -            |            |  |

# 2018-19 MTFS Savings

Appendix 3

| Unique Reference No. | Specific Service Area | Headline Description re: saving / reduction<br>INTERNAL   | Old Savings reversed as part of 2018/19 MTFS | 2018/19 | 2019/20 | 2020/21 | Total | Rag rating   | Comment   |
|----------------------|-----------------------|---|--|---------|---------|---------|-------|--------------|---|
|                      |                       |   | £000   | £000    | £000    | £000    | £000  |              |   |
| COM_G05.3            | Housing               | Homelessness - Extension of Property Purchase Initiative ( <b>Additional 50 homes</b> ) - Purchase of a further 50 homes for use as TA to reduce pressure on B&B.   |  | 469     | 225     |         | 694   | <u>Green</u> | Saving fully reversed out by COM_G05.3 below therefore green  |
| COM_G05.3            | Housing               | Reversal - 'Homelessness - Extension of Property Purchase Initiative ( <b>Additional 50 homes</b> ) -The initiatives were included in the MTFS on the basis there would be a net saving against the B & B accommodation budget as a result of moving residents from B & B accommodation into the 150 homes. The savings against the B & B budget were originally intended to cover the capital financing costs incurred to purchase the properties and still make a positive contribution to the MTFS. However as a result of increased demand across the housing needs budget and the impact of the Homelessness Reduction Act, achieving a net saving against the B & B accommodation budget is no longer viable. In terms of the 50 homes, a gross saving of £948k is included in the MTFS. Capital financing costs are assumed at £573k leaving a net contribution to the MTFS of £375k | (254)  | (274)   | 153     |         | (375) | <u>Green</u> | <b>Composition of £528k</b> : net reversal : Savings reversed (17-18, 18-19 & 19-20) £257k net rent + £844k B&B; Additional saving to offset interest on borrowing so GF impact nil overall £573k, net £528k. Reversals fully offset savings required for additional 50, therefore green. Interest offset and interest £573, forecast to nil therefore no impact on General Fund. |

# 2018-19 MTFS Savings

Appendix 3

| Unique Reference No. | Specific Service Area | Headline Description re: saving / reduction<br>INTERNAL  | Old Savings reversed as part of 2018/19 MTFS | 2018/19 | 2019/20 | 2020/21 | Total | Rag rating | Comment  |
|----------------------|-----------------------|--|--|---------|---------|---------|-------|------------|--|
|                      |                       |  | £000   | £000    | £000    | £000    | £000  |            |  |
| CH_9                 | HGF                   | Property purchase initiative - net benefit to Council of proposals to purchase 100 homes, per Cabinet report appendix. Homelessness savings are part of the equation.                      |  | (2)     | 42      |         | 40    | Green      | Composition of £353k saving : £130k net rent + £223k B&B savings; £223k fully reversed by CH_9; £130k net rent expected to be fully achieved therefore green |
| CH_9                 | HGF                   | Additional income - 'Property purchase initiative - net benefit to Council of proposals to purchase 100 homes, per Cabinet report appendix. Homelessness savings are part of the equation. |  | 355     | (4)     |         | 351   | Green      |  |

# 2018-19 MTFS Savings

Appendix 3

| Unique Reference No. | Specific Service Area | Headline Description re: saving / reduction<br>INTERNAL  | Old Savings reversed as part of 2018/19 MTFS | 2018/19 | 2019/20 | 2020/21 | Total | Rag rating | Comment   |
|----------------------|-----------------------|--|--|---------|---------|---------|-------|------------|---|
|                      |                       |  | £000   | £000    | £000    | £000    | £000  |            |   |
| CH_9                 | HGF                   | Reversal - 'Property purchase initiative - proposal to purchase 100 homes. - The initiatives were included in the MTFS on the basis there would be a net saving against the B & B accommodation budget as a result of moving residents from B & B accommodation into the 150 homes. The savings against the B & B budget were originally intended to cover the capital financing costs incurred to purchase the properties and still make a positive contribution to the MTFS. However as a result of increased demand across the housing needs budget and the impact of the Homelessness Reduction Act, achieving a net saving against the B & B accommodation budget is no longer viable. In terms of the 100 homes a gross saving of £1.192m is built into the MTFS. £435k of this can be achieved through additional rental income leaving £757k non achievable which is now being reversed out of the budget, £736k in 2018/19 and £21k in 2019/20. | (513)  | (223)   | (21)    |         | (757) | Green      | Saving reverse  |
| COM18.19_S08         | Housing               | Housing Related Support Procurement  |  | 100     |         |         | 100   | Amber      | Pressures expected £59k including late contract start date and unbudgeted TUPE expenditure. |
|                      |                       | <b>Total Housing</b>   | (767)  | 425     | 395     | -       | 53    |            |   |



# 2018-19 MTFS Savings

Appendix 3

| Unique Reference No. | Specific Service Area | Headline Description re: saving / reduction<br>INTERNAL  | Old Savings reversed as part of 2018/19 MTFS | 2018/19 | 2019/20 | 2020/21 | Total   | Rag rating | Comment   |
|----------------------|-----------------------|--|--|---------|---------|---------|---------|------------|---|
|                      |                       |  | £000   | £000    | £000    | £000    | £000    |            |   |
|                      |                       | <b>Community Total</b>   | (767)  | 3,307   | 1,836   | 977     | 5,353   |            |   |
| PO 03                | Pan Organisation      | Regeneration - Indicative net income realised from a long term regeneration strategy for the borough, to be formalised following consultation launched in early 2015.  |  | 2,000   | 0       |         | 2,000   | Green      | Saving reverse  |
| PO 03                | Pan Organisation      | Reversal - Regeneration Indicative net income realised from a long term regeneration strategy for the borough. . The Regeneration Programme is on going and key schemes are either in planning or about to be submitted but the income will not be realised by 2018/19 as originally anticipated. As a de-risking strategy to the MTFS, it is prudent to remove this income stream which will be re-instated into the budget as and when realised. | (350)  | (2,000) | 0       |         | (2,350) | Green      | Saving reverse  |
| REP18.19_S 01        | Development Control   | Additional Planning/Development Management Income<br>- Review of pre-application fees<br>- Income from Proceeds of Crime work relating to planning enforcement   |  | 25      |         |         | 25      | Green      | Pre-application fees have been reviewed as part of annual fees & charges process. |

# 2018-19 MTFS Savings

Appendix 3

| Unique Reference No. | Specific Service Area | Headline Description re: saving / reduction<br>INTERNAL   | Old Savings reversed as part of 2018/19 MTFS | 2018/19      | 2019/20      | 2020/21    | Total         | Rag rating | Comment  |
|----------------------|-----------------------|---|--|--------------|--------------|------------|---------------|------------|--|
|                      |                       |   | £000   | £000         | £000         | £000       | £000          |            |  |
| REP18.19_S02         | Building Control      | Additional Building Control Income by<br>- working for development partners outside the Borough (such as for Redrow in Luton)<br>- sales of specialist services (such as Fire Officer). |  | 25           |              |            | 25            | Green      | Working with development partners on-going to increase income. |
|                      |                       | <b>Net Savings Regeneration</b>   | (350)  | 50           | -            | -          | (300)         |            |  |
|                      |                       | <b>Total Net Savings</b>  | <b>(1,174)</b>                               | <b>8,801</b> | <b>3,417</b> | <b>977</b> | <b>12,021</b> |            |  |